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ABSTRACT

Cuyahoga Community College has proposed to create a Manpower Training Program, within its Lifelong Learning Institute, that will offer academic and practical courses in all aspects of Comprehensive Employment and Training Act (CETA) planning, administration, and operations for CETA program staff. The program is to be organized around a set of core modules which provide a basic introduction to CETA and manpower programming. After completing the core, each participant may select a specific area from the following tracks: planning and evaluation, administration, or operations. In addition to these modules and optional courses in accounting, composition, or other related areas (all of which carry Continuing Education Units), all participants are required to complete an in-service internship with a prime sponsor. The faculty of the program consist of general college and special Institute instructors and part-time, manpower professionals. The admissions procedure will differ depending on the participant's background, and participants will be assigned to a counselor who will work out a training program consistent with their interests and experience. Appendices to this proposal contain the module roster and description; schedules of modules leading to Certificates in Manpower Planning, Manpower Administration, and Manpower Operations; and a diagrammatic representation of the program. (AYC)

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ED175521

PROPOSAL

FOR

MANPOWER TRAINING CERTIFICATE PROGRAM

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This is a proposal to create a Manpower Training Certificate Program within the Lifelong Learning Institute.

This paper addresses itself to the following:

- The need for such program in the Greater Cleveland Area
- A Program to meet this need in the areas of
  - Planning and Evaluation
  - Administration
  - Operations
- The structure for such a program
- Program Selection
- An appendix which describes the modules.

This program would be unique to CCC. There is no college or institution in the area which offers such a program.

THE NEED FOR A CERTIFICATE PROGRAM IN THE GREATER CLEVELAND AREA

During the last five years since the passage of the Comprehensive Employment and Training Act (CETA) of 1973 the number of staff who plan, operate, and/or administer manpower programs under CETA has increased many-fold. Program operators, as well as the U.S. Department of Labor (D.O.L.) who administers CETA through its Employment and Training Administration (ETA), are aware of the need for in-service training in the technical, programmatic and administrative functions necessary for the successful opeation of a CETA program.

This problem has been addressed in a variety of ways. The ETA has prepared a series of Technical Assistance Guides (TAG's) and Technical Assistance Letters (TAL's) in the areas of Planning, Reporting, Assessment,

Management Information Systems (MIS), Accounting, Apprenticeship, etc. During the initial stages of CETA, the regional office sponsored a variety of training programs in MIS, reporting and administration. In addition, in each of the ten Federal regions, ETA awards a Manpower Institutional Grant (MIG) to a local university to provide additional training and technical assistance.

Unfortunately, the former approach (TAGs and TALs) addresses only immediate, technical problems with a "cook book" response and fails to provide a theoretical base which would allow staff to develop additional procedures. The latter approach is often too expensive due to training costs and travel time to benefit any but a few program operators and/or Prime Sponsor staff.

Given these constraints, it can be documented that a significant number of CETA program staff have need of training in administration, management, and technical or opeational skills. At present there is no institution in the Cleveland area which provides such skills. This problem is exacerbated by the "mix" of staff currently responsible for CETA program administration and operation. Many of the line staff are paraprofessional while many professional administrators have had no manpower experience.

The Cleveland Area Western Reserve Manpower Consortium (CAWRMC) currently has a central administrative staff of 60-70 employees. There may be an additional 300 employees working in programs funded by the Consortium while the Ohio Bureau of Employment Service employs several hundred additional professional and paraprofessional staff. The surrounding Consortia - Lake Erie, Lorain County and Akron Tri-County - all have similar problems though on a smaller scale. In addition to CETA-type programs, there are a variety

of other federally-funded programs supported by the Departments of Justice, Health, Education and Welfare, Economic Development, Community Development, and Community Services Administration which would use many of the same concepts and methods outlined in the proposed training program.

The current cost and academic perspective of traditional economics, labor, planning and/or business degree programs precludes their successful use as an alternative training methodology. What is needed is a program providing in-service training to CETA staff resulting in the award of a certificate in Planning, Administration, or Operations. Such a program would provide the needed technical expertise as well as Continuing Education Units (CEUs) and Certification. This latter aspect would be especially valuable for many of the paraprofessional staff.

THE PROGRAM

Cuyahoga Community College proposes to create a Manpower Training Certificate Program within the Lifelong Learning Institute. This program would be a credit offering program which provides a mix of academic and practical courses in all aspects of CETA Planning, Administration and Operations. This mix of theoretical and operational areas is essential to a successful training program. If the training experience is to be meaningful to both groups outlined in the first section (professionals and paraprofessionals), it must be directed toward their specific needs and allow them to select courses which fill those gaps created by their lack of training and/or experience.

Core Courses

The program will be organized around a set of "core modules" which provide a basic introduction to CETA and manpower programming. These courses will center on the history of manpower programming in the United States

leading to the passage of CETA in 1973. Program regulations and policy as well as a variety of programmatic responses will be discussed. Differing labor market problems and alternative solutions will be outlined with special emphasis on those approaches used by, and consistent with, CETA. The purpose of the core is to provide all program participants with the same basic background and manpower philosophy.

After completing the "core", each program participant may select a specific area from among one of the following "tracks" (Planning and Evaluation, Administration and Operations:

- Planning and Evaluation - designed for the new CETA planner, monitor or evaluator. The major topics covered in this concentration include:
  - a review of CETA regulations with special emphasis on planning and grant submission procedures, the planning concept
  - a review of the available resources and data for the grant application, budgeting, performance measures, monitoring, the RFP/contracting process, grantsmanship, and submission procedures.
- Administration - designed for the new administrator or the recently promoted staff member. Emphasis will be on the supervisory and management techniques including personnel, EEO and budgeting; contracting, negotiating, and alternate federal funding sources. The regulations dealing with program administration, allowable activities and allowable costs and cost allocation plans will be presented. The development of interfaces with Federal and state staff and the successful implementation of the Manpower Planning

Council will also be covered in detail. MIS and accounting procedures will be discussed.

Operations - designed for the line staff charged with implementing a successful program and bringing services to CETA clients. Several specific areas will be covered and participants in this stream will select a variety of modules in one or more of the following:

Job Development and Placement - Special emphasis on data needed to do effective "customized job development." Developing employee contacts, "selling" CETA, preparing job orders will all be covered. Using available resources, SESAs' developing client profiles using assessment materials; placement into jobs and matching skills with job orders; follow-up will all be covered.

Intake, Assessment and Referral - special emphasis will be on recruitment techniques and the collection of basic intake information. A review of the available assessment, work-sampling, and job skill/matching procedures will be conducted.

Eligibility Determination - Review of eligibility criteria for each title, discussion of necessary data elements and required documentation, and preparation of required formats to income eligibility will be covered. Use of SESA intake proceudres will be emphasized.

Conducting Training for the Socially and/or Economically Disadvantaged - The emphasis in this area will be on developing techniques to provide specialized training. Remedial reading and math skills will be emphasized. Increased use of counseling in the training site, alternative methods of using OJT and work experience are major topics.

Supportive Services - emphasis will be on the importance of using supportive services as a device to maintain participant enrollment in training. The use of alternative supportive services, especially Title XX will be discussed.

Individual modules consisting of from twenty to forty hours will carry the appropriate number of Continuing Education Units (CCUs). Individuals completing 26 CEUs will receive a Certificate on Manpower Planning (or Administration or Operation).* A variety of options are available to program participants including the option of taking, with the approval of the Training Advisory Committee, up to 4 CEUs in related courses within the college. Such related areas include:

Accounting - introduction to basic accounting procedures with special emphasis on accrual procedures. Useful for planners and administrators.

Composition - basic composition and writing skills with emphasis on grantsmanship writing, grammar, etc. Useful for administrators.

Other areas as determined by program staff and participants. - Such areas might include psychology, economics, etc.

In addition to the courses outlined above, all participants are required to serve an in-service internship. This requirement will be waived for currently employed participants. However, regular students seeking to obtain a Certificate in Manpower Planning (Administrators or Operations) will be required to serve a three month internship with a local prime sponsor.

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* Thirty (30) CEUs will be required if an internship is needed.

The major emphasis of the internship will be a placement in the participant area of interest. However, an attempt will be made to provide additional exposure in other areas.

STRUCTURE: The Manpower Training Certificate Program is located within the Lifelong Learning Institute of Cuyahoga Community College. The module roster is included as Appendix I. Modules will be rotated to ensure that all program participants will be able to complete requirements within two years. (See Appendices II through IV for sample schedules for each of the certificates.)

Admission

The admissions procedure for the program will differ depending on the participant's background. Regular degree-seeking students of the college may petition the Institute for admission to the certificate program with the provision that the participant intern with a CETA program for three months. CETA staff will be admitted as either degree or non-degree students for enrollment in the program. All degree-seeking students must adhere to college admission procedures. Non-degree seeking participants may petition for admission as special students.

CETA staff should be recommended by the chief program administrator. The Institute can arrange special training programs to fit the needs of individual program operators or Prime Sponsors and may develop special modules for Chief Elected Officials, employers or agency executives. Normal module tuition and fees may be adjusted for large groups or in cases where the CETA operation or Prime Sponsor supplies staff or materials.

The faculty of the certificate program will consist of a mix of

general (i.e. regular) College faculty, special Institute faculty and part-time faculty drawn from current program operators, prime sponsor staff, or other manpower professionals. In order to provide a good mix of academic and practical experiences, the use of manpower professionals will enhance the program by bringing a wealth of experiential and technical knowledge. All faculty will be required to remain current in their area of teaching responsibility and to work with local prime sponsors or program operators to ensure that they are knowledgable in latest policies, regulations and/or technologies.

The Manpower Training Certificate Program will be advised by a Training Advisory Committee consisting of eight to ten knowledgable manpower professionals selected by the college chancellor. The purpose of this committee will be to develop curricula and review any changes or proposed changes in the program. This advisory committee will also respond to student petitions and decide on participant requests. Overall program development and operation will be conducted by the program staff with direction and input from the Manpower Training Certificate Program and the Lifelong Learning Institute.

PROGRAM SELECTION: Participants in the Certificate Program will be assigned to a counselor who will work out a training program consistent with the participant's interests and experience. The counselor will review the participant's work experience when he applies for admission to the program and will develop a set of modules which meet either his current job responsibilities or his future career objectives. All supportive services provided by the college will be available to program participants. In the event that a participant wishes to have a course "waived" based on past experience, or wishes to substitute another college course for a program module, such a request must be approved by the participant's counselor and the Program Advisory Committee.

APPENDIX I

MODULE ROSTER AND DESCRIPTION

* HISTORY OF MANPOWER I - This module emphasizes the development of U. S. manpower policy from the first efforts after World War I. The passage of the Wagner Peyser Act and the creation of the U. S. Employment Service will be discussed along with the early public service efforts of the 1930's including the Civilian Conservation Corps (CCC) and the Works Public Administration (WPA). Also included are MDTA, CEP, and NAB - JOBS.

  CEUs 3 Fee _____

* HISTORY OF MANPOWER II - This module emphasizes the continuation of U.S. manpower policy from the late 1960's through the implementation of Comprehensive Area Manpower Planning Systems (CAMPS) and the passage of CETA in 1973. Special emphasis will be placed on the Public Service and counter cyclical efforts such as Title VI and the Special Projects. The development of YEDP and special Youth Programs and Public Sector Incentive Programs (Titles III and VII) will also be included.

  Prerequisite: History of Manpower I

  CEUs 3 Fee _____

* CETA REGULATIONS - This module will review the CETA regulations as originally developed and will include updates and/or changes as they occur. Special emphasis will be on definition, funding process, program activities, and eligibility criteria.

CEUs 3 Fee _____

* PROGRAM AND POLICY - This module will review the various approaches to be used in developing and implementing a CETA program. Special emphasis will be placed on comparison of the various activities and their relative effectiveness. Labor Market analyses and strategies will be reviewed.

CEUs 3 Fee _____

INTRODUCTION TO PLANNING - This module will review the basic planning process with special emphasis on those areas of the CETA regulation dealing with the allocation of funds by D.O.L., the grant solicitation and award program for discretionary grants, grantsmanship efforts and the grant submission process. The integration of a variety of programs with a comprehensive plan will be delivered. Various approaches to planning and a division of long range (strategic) versus short range (tactical) planning will be discussed.

CEUs 4 Fee _____

PLANNING II (RESOURCES) - A review of various labor market indicators and the collection and analysis of data from a variety of sources such as the local employment service, vocational education programs, U.S. Bureau of the Census data. The conducting of local surveys and the use of alternative data sources are also included. The development of alternative data sources is essential.

Prerequisite: Introduction to Planning

CEUs 2 Fee _____

PLANNING III-(BUDGETING) - A review of the preparation of the annual plan with emphasis on "costing" services, allocating costs to appropriate categories, planning participants and unit costs. The most cost effective methods of providing service will be highlighted. Accounting procedures will also be reviewed.

Prerequisite: Introduction to Planning

CEUs 2 Fee _____

PLANNING IV (EVALUATION) - A review of assessment and evaluation procedures with emphasis on current D.O.L. performance standards and measurement indicators. The monitoring/ contract compliance role will be reviewed as this relates to Planning. The development of additional

measures and their use by Prime Sponsors will be covered. Impact measures and indices of program quality will also be covered.

Prerequisite: Introduction to Planning

CEUs 2 Fee _____

PLANNING V (CONTRACTING) ADMINISTRATION V - A review of the CETA procurement and contracting procedures will be conducted. The design, implementation, and oversight of the Request for Proposal (RFP) process will be a major area of concern. The monitoring of subcontractor performance and the attainment of program goals and/or the development of corrective action plans for non-compliance are discussed in detail.

Prerequisite: Introduction to Planning or Introduction to Administration

CEUs 2 Fee _____

PLANNING VI (REPORTING/ GRANT SUBMISSION) - A review of Federal Reporting requirements and the preparation, review, and submission of current fiscal, participant, and demographic data will be discussed along with development of data for special reports. Grant submission, including review by regional planning agencies and the A-95 review process will be covered in detail.

Prerequisite: Introduction to Planning

CEUs 2 Fee _____

INTRODUCTION TO ADMINISTRATION - A review of basic management procedures with special emphasis on their applicability to CETA programs will be conducted. The emphasis will be on those areas of the regulations related to program administration, general provisions and related areas of management. Management by Objective (MBO) goal setting, and personnel management will be discussed.

CEUs 4 Fee _____

ADMINISTRATION II (PERSONNEL) - This module will emphasize the development and implementation of a personnel system consistent with both good management practices and CETA regulations. Included will be standard setting, development of job descriptions, recruitment, hiring, and personnel advancement procedures. EEOC will be emphasized. The development of grievance procedures and enforcement will be covered in detail.

Prerequisite: Introduction to Administration

CEUs 2 Fee _____

ADMINISTRATION III - (Alternate Interfaces) This module will emphasize the development of either cooperative or contractual relationships with alternative service providers including SESAs, welfare departments, CSA, etc. The purpose

of the module is to make the participant aware of alternatives and/or additional service resources.

Prerequisite: Introduction to Administration

CEUs 2 Fee _____

ADMINISTRATION IV (BUDGETING) - See Planning III

CEUs 2 Fee _____

ADMINISTRATION V (CONTRACTING) - See Planning V

CEUs 2 Fee _____

ADMINISTRATION VI (PLANNING - This module emphasizes the importance of obtaining community involvement and support, especially the development of strong relationships with community agencies, especially Community Based Organizations (CBOs) and Community Action Programs (CAPs). The establishment of Manpower Planning Councils and the development of appropriate subcommittees will be discussed.

Prerequisite: Introduction to Administration

CEUs 2 Fee _____

INTRODUCTION TO OPERATIONS- This module is designed to introduce program operators and line staff to the basic philosophy of CETA and drawing from actual Prime Sponsor design will review the overall client flow from intake

through referral to placement.

CEUs 4 Fee _____

INTAKE - This module will address the question of client outreach and recruitment. Required information for eligibility, assessment, and referral will be addressed. Those areas of the regulations specific to intake will be discussed in detail. Relationships with SESAs will also be addressed.

Prerequisite: Introduction to Operations

CEUs 2 Fee _____

ASSESSMENT - This module will address the problems related to the design and operation of assessment systems. It will include a review of the basic available assessment system especially Singer, COATS, JVS, and any other. The development and use of assessment information in developing client profiles will be discussed.

Prerequisite: Introduction to Operations

CSUs 2 Fee _____

REFERRAL - This module will address the design of the referral process. The key to any service delivery system is providing the best use of available resources by making the best possible assignments. The

interpretation of assessment data (see assessment module) and the development of profiles of training programs will be discussed. The matching of client profiles with agency standards is necessary.

Prerequisite: Introduction to Operations

CEUs 2 Fee _____

ELIBILITY DETERMINATION - This module will emphasize those areas of the CETA regulations which pertain to client eligibility. Each Title's criteria will be reviewed. The update procedures will be discussed which will ensure that staff are aware of the current requirements. The collection of necessary data to document eligibility will be discussed. Privacy and confidentiality requirements will be emphasized.

Prerequisites: Introduction to Operations

CSUs 2 Fee _____

JOB DEVELOPMENT: This module will review the variety of labor market problems and the processes by which job orders are developed. The use of brochures, advertising materials and the development of employer contracts will be discussed. Interfaces with SESAs, employer and private employment agencies are all reviewed. Participants will learn to interpret client assessments, match client skills with job orders and

do customized job development.

Prerequisite: Introduction to Operations

CEUs 2 Fee _____

PLACEMENT - This module will address the placement process and the procedures used to match client skills and job order data. The use of a variety of supportive services will be incorporated into the placement process. Follow-up procedures have been demonstrated to be essential to job placement and retention. This module will emphasize the use of these follow-up procedures.

Prerequisite: Introduction to Operation

CEUs 2 Fee _____

CONDUCTING CLASSROOM TRAINING - This module will address the special problems associated with conducting classroom training for socially/economically disadvantaged program participants. The development of remedial curricula and the role of the instructor/counsellor will be discussed.

Prerequisite: Introduction to Operation

CEUs 2 Fee _____

CONDUCTING ON THE JOB TRAINING AND WORK EXPERIENCES - This module will address the philosophy of these program activities and the most appropriate

procedure for implementation. The negotiations with work site supervisors and on-job training staff, and the development of favorable contacts will be emphasized.

Prerequisite: Introduction to Operations

CEUs 2 Fee _____

SUPPORTIVE SERVICES - The intent of this module is to provide participants with an understanding of the role of supportive services. Research has shown that supportive services are essential to maintaining clients in training activities. In addition to outlining the procedures necessary to set up a supportive service system, the module will outline additional sources of supportive services such as Title XX. The use of such "free" services for eligible participants will enable CETA dollars to be used for more training programs.

Prerequisite: Introduction to Operations

CEUs 2 Fee _____

MANAGEMENT INFORMATION SYSTEMS - This module will address the questions of the design, implementation and operation of a management information system for CETA programs. A basic review of the logic of information systems will be provided. Federal reporting requirements

and planning needs and their importance in system design will be reviewed. The use of system output in management will be discussed.

Prerequisite: Planning VI

CEUs 4 Fee _____

CETA FISCAL MANAGEMENT - This module will address the problems of the design, implementation, and maintenance of a financial reporting and budgeting system. Allowable costs and cost allocation plans will be presented. Conversion procedures to implement an accrual accounting system and problem identification are an important part of the module.

Prerequisite: Planning III or Administration IV

CEUs 4 Fee _____

INTERNSHIP - This module consists of a supervised field placement for non-CETA staff. The placement will be in the area of specific concentration for the participant. However, exposure to other areas will be an essential compondent of this internship.

CEUs 4 Fee _____

* Core courses required of all program participants.

APPENDIX II

SCHEDULE OF MODULES LEADING TO CERTIFICATE IN MANPOWER PLANNING

	CEUs	Fee
FIRST QUARTER		
History of Manpower I	3	
Program and Policy	3	
SECOND QUARTER		
History of Manpower II	3	
CETA Regulations	3	
THIRD QUARTER		
Introduction to Planning	4	
FOURTH QUARTER		
Internship (if required)	4	
FIFTH QUARTER		
Planning II	2	
and		
Planning III	2	
or		
Planning VI	2	
SIXTH QUARTER		
Planning III	2	
or		
Planning IV	2	
SEVENTH QUARTER		
Planning V	2	
and		
Planning VI	2	

APPENDIX III

SCHEDULE OF MODULES LEADING TO CERTIFICATE IN MANPOWER ADMINISTRATION

	CEUs	Fee
FIRST QUARTER		
History of Manpower I	3	
Program and Policy	3	
SECOND QUARTER		
History of Manpower II	3	
CETA Regulations	3	
THIRD QUARTER		
Introduction to Administration	4	
FOURTH QUARTER		
Internship (if required)	4	
FIFTH QUARTER		
Administration II	2	
and		
Administration III	2	
or		
Administration IV	2	
SIXTH QUARTER		
Administration VI	2	
SEVENTH QUARTER		
Administration V	2	
and		
Management Information System	2	
or		
CETA Fiscal Management	4	

or

Management Information Systems 4

30/32

APPENDIX IV

SCHEDULE OF MODULES LEADING TO CERTIFICATE IN MANPOWER OPERATION

	CEUs	Fee
FIRST QUARTER		
History of Manpower I	3	
Program and Policy	3	
SECOND QUARTER		
History of Manpower II	3	
CETA Regulations	3	
THIRD QUARTER		
Introduction to Operations	4	
FOURTH QUARTER		
Internship (if required)	4	
FIFTH QUARTER		
Intake	2	
or		
Job Development	2	
or		
Computer and CRT	2	
SIXTH QUARTER		
Supportive Services	2	
and		
Assessment	2	
or		
Placement	2	
or		
OJT/Work Experience	2	
SEVENTH QUARTER		
Referral	2	
and		
Job Development	2	
or		
Conducting CRT	2	

UNIVERSITY OF CALIF.
LOS ANGELES
OCT 1 1979
CLEARINGHOUSE FOR
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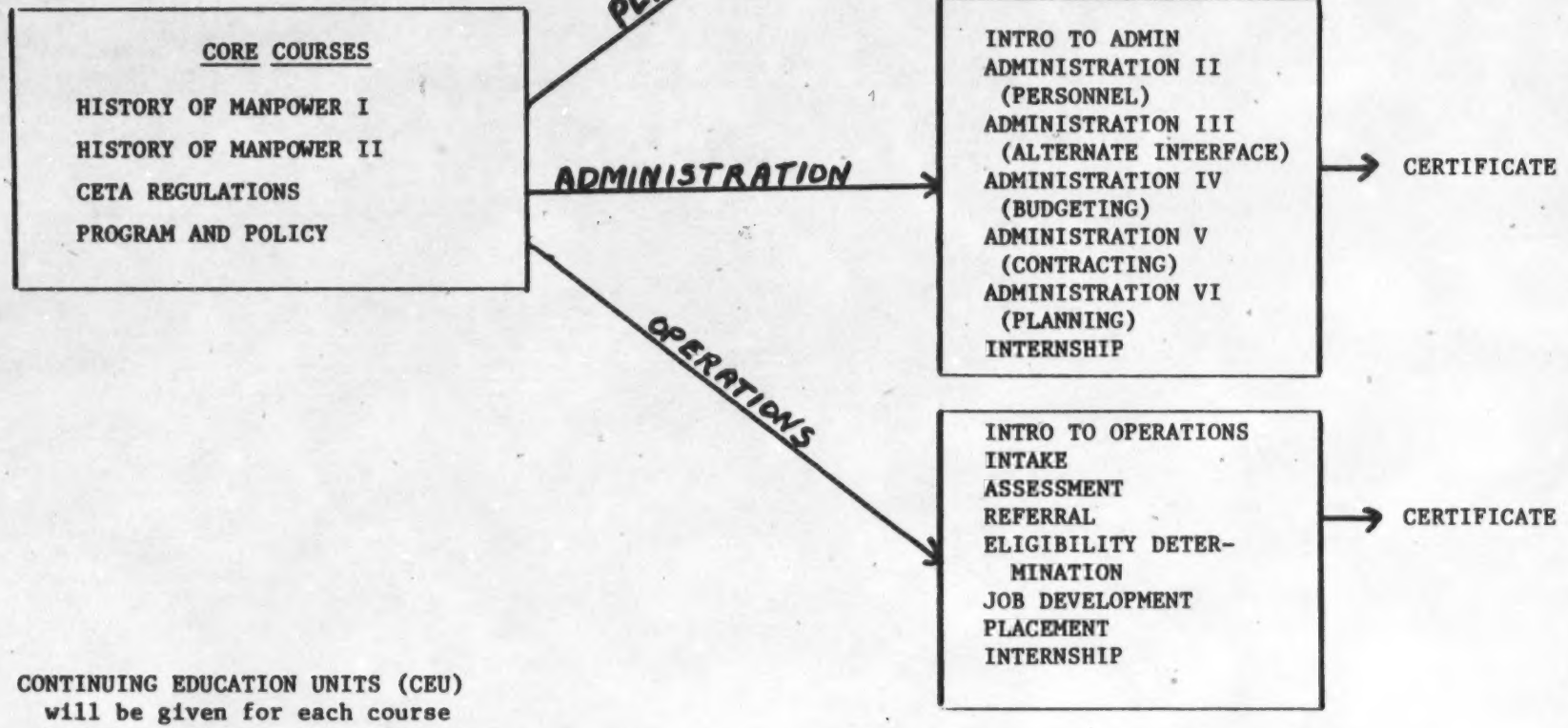
MANPOWER CERTIFICATE PROGRAM

OF

CUYAHOGA COMMUNITY COLLEGE



CONTINUING EDUCATION UNITS (CEU)
will be given for each course
1 CEU = 10 hours of instruction